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March 1994

# INSCOM JOURNAL



- INSCOM Exceeds CFC Goal
- Making Time for Sergeants' Time
- Hitting the On-Ramp of the Information Superhighway



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The INSCOM Journal (ISSN 0270-8906) is published monthly by the U.S. Army Intelligence and Security Command, Fort Belvoir, Va. Third class postage paid at Beltsville, Md. POSTMASTER: Send address changes to HQ USAINSCOM, ATTN: IAPAO, INSCOM Journal, 8825 Beulah Street, Fort Belvoir, VA 22060-5246.

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Cover Photo: Col. Terrance Ford, 66th Military Intelligence Brigade commander, prepares to fire in the marksmanship event in the German Armed Forces Military Proficiency Badge competition, while two members of the German Air Force Fighter Bomber Wing 32 Support Battalion look on. (Photo by Staff Sgt. Lisa M. Hunter)

# The Information Age Army

## Maj. Gen. Paul E. Menoher Jr.

This is an exciting time for our Army and the Military Intelligence Corps. As an institution, we are undergoing major changes as we adapt to the new world realities and the requirements for a predominantly CONUS-based, force projection Army. Our MI Corps is leading this change in our Army, both intellectually and physically. Let me elaborate.

Our new MI operational concept is tailored to support force projection operations, bringing in such dynamic concepts as split-based operations, tactical tailoring, and broadcast intelligence. This operational concept underpins our new MI doctrine captured in new FMs 34-1, 34-2, 34-7, 34-8 and 34-130, and our new force designs for MI organizations at division and corps. These new organizations reflect a leaner and more capable MI force structure that is built around the Analysis and Control Element (ACE), which combines the former Division and Corps TOC Support Elements with the Technical Control and Analysis Elements at both echelons, and a new family of intelligence and electronic warfare systems.

INSCOM is participating fully in this change. Each of our major subordinate commands is analyzing its role in supporting force projection operations and developing tactically tailored, tiered deployment packages to support combatant commands in either a direct support or reinforcing role. We are also fielding new systems, e.g., Airborne Recce Low and the Advanced High Frequency Electronic Warfare System, and we are preparing documentation to change many of our units to better support forces projection operations. Force projection brigades, the National Ground Intelligence Center, Regional SIGINT Operations Centers, and converting many TDA

units to TO&E are all part of the process.

Another change affecting the Army and INSCOM is a new emphasis on Information Warfare (IW) and Command and Control Warfare (C2W). Alvin and Heidi Toeffler in their new book, *War and Anti-War*, state that we are beginning a revolution in warfare based on information age technology. The Chief of Staff of the Army amplified this in a speech in February 1994 at the AUSA Symposium on IW when he said, "Information is now the currency of victory".

The basic goal of information warfare is to provide timely, accurate and relevant information regarding the enemy, weather, terrain and our own forces to commanders to enable them to make timely, informed decisions, while denying the enemy the same capability. To achieve this goal we must be able to not only have superb command control systems of our own, but we must be able to exploit enemy information systems, attack them in multiple ways, e.g., physical destruction, electronic attack, and deception, while protecting our own C2 systems from exploitation and attack. Intelligence clearly underpins the exploit, attack and protect functions of C2W. And we in INSCOM have major roles to play in their execution, as do the National Security Agency (NSA), and the other service cryptologic elements (SCEs), which have been appointed as the execution agents for IW/C2W in the Air Force and Navy.

Because of our significant capabilities to execute and support C2W operations and our close relationship with NSA and the other SCEs, we intend to establish an IW/C2W Operations Center at Headquarters INSCOM to support Army C2W planning and to coordinate INSCOM, NSA and other



service support to Army IW/C2W operations. INSCOM is already heavily engaged in all three C2W functions, and it is only appropriate that we become involved in the coordination of these activities as well to better support the Army. From my perspective, the importance and value of INSCOM to the Army can only increase as we embark on the Information Age of Warfare.

Another reason that INSCOM's value to the Army is continuing to increase is the superb performance of our units and soldiers. The following are a few examples of our units and soldiers being recognized for outstanding performance:

Two INSCOM units have been selected as the Army's nominees for NSA's annual awards for the Department of Defense units making the greatest contribution to SIGINT collection. The Army's nominee for the 1993 Director's Trophy for the best tactical SIGINT unit is the 201st MI Battalion, 513th MI Brigade, Vint Hill Farms Station, Virginia. The Army nominee for the 1993 Travis Trophy for the best fixed station SIGINT operation is the 751st MI Battalion, 501st MI Brigade, Camp Humphreys, Korea. NSA will announce the winners of this multi-service competition at

see INFORMATION, page 2

# Changing Careers Can Solve Dead End Dilemma

## Command Sgt. Maj. Art Johnson

I am very concerned about those of you with Military Occupation Specialty 31C. In my travels you have told me that you can't get promoted and are working out of your MOS, yet in some cases you have volunteered to be reclassified to a new MOS but have had that request denied.

As you may already know, MOS 31C is being revised. The revision, coupled with the reduction of 31C authorizations throughout the Army, causes the MOS to be overstrength. Overstrength MOSs can cause a slowdown in promotions and frustrate soldiers who are not performing the tasks for which they are trained.

To those of you with MOS 31C, I encourage you to consider volunteering for reclassification to a new MOS, including those of you who have had a request for reclassification previously disapproved. If you decide reclassification is right for you, here are some helpful hints to improve your chances of approval:

■ You can only be reclassified to an MOS for which you are qualified in accordance with Army Regulation 611-201, that is short Army-wide, and for which in-service training is avail-

able. Your retention NCO or installation personnel officer can help you to determine which shortage MOS you are qualified for.

■ Select at least three shortage MOSs. Because of restrictions at Army schools, even some short MOSs have limited available training class seats. Selecting three or four shortage MOSs gives DA PERSCOM more to work with, and that improves your chance for approval.

■ Be aware that in some cases shortage MOSs do not necessarily have low promotion cutoff scores or a good record for promotions to the senior enlisted ranks. Before you make your final selections, review the DA-announced promotion point cutoff scores for the last year or so, and consider their past promotion record to the senior ranks as well. Your PSNCO should be able to assist you in getting this information.

The future of MOS 31C is not all gloom. The MOS has been designated as the Enhanced Position and Location Reporting System (EPLRS) NET Control Station (NCS-E) and the Joint Tactical Information Distribution (JTIDS) Net Control Station operator-



maintainer. The 31C will also be the operator-maintainer for the dedicated relay equipment in support of EPLRS JTIDS. These are positive steps that could lead to a small increase in the number of 31Cs authorized.

The senior leadership of your units here at INSCOM Headquarters and at DA PERSCOM will do all we can to help those of you who wish to reclassify out of MOS 31C. I encourage each of you to give it some thought and seek assistance from your chain of command as necessary. \*

## SILENT WARRIOR!

**INFORMATION, from page 1**  
the World-Wide SIGINT Awards Ceremony, May 4, 1994.

These same two battalions have also been selected as semifinalists for the Chief of Staff of the Army Award for Maintenance Excellence. The 201st MI Battalion was picked in the MTOE Heavy Density category, while the 751st MI Battalion was selected in the TDA Heavy Density category.

The 3rd MI Battalion, 501st MI Brigade, Korea, was selected as the

winner of the Army Aviation Association of America (AAA) Aviation Unit of the Year (Korea). The 3rd MI Battalion was recognized for many achievements including an accident-free record.

Staff Sgt. Mark Johnston of the 202nd MI Battalion, 513th MI Brigade, was the first recipient of a new award established by the chairman of the Interagency Defector Committee (IDC), the IDC Collector of the Year Award. Johnston received the award

during the IDC's annual Christmas luncheon, Dec. 16, 1993.

I congratulate these units and Johnston for their outstanding accomplishments, and I commend the efforts of all INSCOM units and soldiers worldwide. What you are doing has been critical in making the U.S. Army the only Information Age Army in the world. Because of your efforts, we will not only adapt to this revolution in warfare, we will lead it. \*

*Mission First. People Always.*

# Combined Federal Campaign: Headquarters and ITAC Exceed the Goal

By Spc. Jeanne M. Colby

“You make it happen.” That was the theme of the 1993 Combined Federal Campaign to support a number of charities.

In a joint effort between INSCOM Headquarters at Fort Belvoir, Va., and the Intelligence and Threat Analysis Center, Washington, D.C., servicemembers and employees made it happen, donating over \$80,800. This effort surpassed the goal by 18 percent.

CFC is an annual effort to raise money through servicemember and employee donations for a number of charities. Donors give money to a charity of their choice.

On Sept. 30, 1993, Lt. Col. Robert L. Staggers, INSCOM Support Battalion commander, hosted the CFC Kick-Off. Maj. Gen. Paul E. Menoher Jr., INSCOM commander, was the guest speaker.



Photo by T. Gardner Sr.

ISB Commander Lt. Col. Robert L. Staggers, hosts the CFC Kick-Off, while INSCOM Commander Maj. Gen. Paul E. Menoher Jr. (seated, left) and Chief of Staff Col. William M. Robeson listen.

In each staff section, designated team captains oversaw the running of the campaign. Additionally, keyworkers provided information on various charities benefiting from the CFC. Team captains and keyworkers used various methods to inform servicemembers and employees about the 2,100 charities, including a short film entitled *The Power of Caring*.

There were 12 ITAC keyworkers, said Sgt. 1st Class James Thomas Jr., ITAC team captain. “They put posters throughout the buildings and talked with people about CFC.”

At the closing ceremony hosted by Staggers on Jan. 5, Menoher handed out certificates to team captains and keyworkers. He also presented Eagle Pins to 52 people. To earn a CFC Eagle Pin, a person must donate at least one percent of his income. Seven others have earned pins since then. Fort Belvoir’s CFC drive has conferred 245 Eagle Awards, including those to INSCOM Headquarters and ITAC donors.

“It was the combined efforts that made it a success,” said Staggers. “Even in times of budget constraints, even with the downsizing, we raised more money than last year. We contributed more with fewer people.”



Photo by Robert Bills

INSCOM Commander Maj. Gen. Paul E. Menoher Jr. (right) holds the Combined Federal Campaign Eagle Trophy, awarded for reaching 100 percent of their CFC goal, after Lt. Col. Robert L. Staggers, INSCOM Support Battalion commander, made the presentation at the CFC closing ceremony.

“I sincerely appreciate the generosity of our employees. Everyone who contributed should take satisfaction in knowing that his or her efforts will make a difference, both nationally and in our local communities. Our thanks and gratitude are extended to everyone who contributed, with special recognition going to our Eagle awardees,” said Col. Everett R. Yount Jr., ITAC’s commander.

Headquarters and ITAC’s donations count towards Fort Belvoir’s goal, although the post has achieved only 90 percent of their goal so far.

“This is a tough year. The biggest reason is that people feel threatened in their jobs because of RIFs (reductions in force), realignments and reorganizations,” said Michael R. Villarreal, Fort Belvoir Combined Federal Campaign Coordinator.

“INSCOM is traditionally good,” he said. \*

# 501st MI Links with Korean Intel Units

By Capt. David W. Shin

The fall of the Soviet Union, the continuing decline of communist ideology around the world and current domestic and international economic conditions have forced our national policy-makers to rethink our military strategy. These developments have resulted in a rapid transition of our strategy from that of "containing the Soviet Union" to one of "peace-time engagements" in the new world order. Economic, social and political instability in underdeveloped countries and Eastern Europe has increased the probability of regional conflicts having an international impact and possibly threatening our national interests.

For the U.S. intelligence community, this new international and domestic environment has meant significant reductions in resources, while intelligence requirements have increased dramatically in order to successfully monitor regional conflicts that threaten our global national interests.

Therefore, the U.S. military must rely more heavily on combined intelligence operations to concentrate our strengths, reduce our vulnerabilities and provide legitimacy to coalition warfare, most likely to be sponsored by the United Nations.

## Combined Intelligence Training in Korea: Background

Even though the United Nations Command was formed in Korea July 8, 1950, and continues to exist today, U.S. Army intelligence units on the peninsula do not routinely conduct combined, tactical intelligence operations with their Republic of Korea counterparts under armistice condi-

tions. This means that while three existing ROK Army intelligence battalions modeled on the U.S. Combat Electronics Warfare Intelligence battalion concept conduct daily intelligence collection operations, by design, the information stays within ROK Army channels. This is contrary to proper preparation for coalition warfare on the Korean peninsula. It also ignores valuable intelligence collection resources of our allies at a time when our own capabilities and resources are subject to considerable across-the-board reductions.

The 501st MI Brigade has taken significant steps towards rectifying this shortfall through the establishment of a combined tactical intelligence capability focused on providing routine support to the commander of the Ground Component Command during armistice and wartime conditions.

The first step in the creation of this capability was to demonstrate the tasks, techniques and procedures of 501st assets to senior ROK Army officers during Ulchi Focus Lens 92, an annual theater-wide command post exercise. This resulted in the ROK Defense Intelligence Agency sending a ROK Army liaison officer (LNO) to the 501st in January 1993. The LNO's primary mission is to serve as a conduit between the ROK Army and the 501st, with the ultimate goal of establishing a combined intelligence unit to support the GCC commander under armistice conditions.

## Combined Intel Unit Formed During Exercises

The LNO and the 501st conducted the necessary planning and coordination to form a combined intelligence unit, consisting of soldiers from the Army Korea-Technical Control and

Analysis Element and soldiers from the ROK Army Team Spirit 93 and Campground 3-93 exercises.

During Team Spirit in March 1993, the ROK-U.S. Army Combined Intelligence Unit was formed to support exercises by acting as controllers, supporting both Orange (2nd Infantry Division) and Blue Forces (I Corps). The Combined Intelligence Unit conducted one week of combined intelligence training (98C- and 98J-related training); formed an exercise controller cell by integrating organic assets of the AK-TCAE and those from national agencies; and supported the TCAEs at I Corps, 2nd Infantry Division, and an ROK Army MI battalion. During the exercise, data generated by the Combined Intelligence Unit's architecture served to satisfy the primary intelligence requirements.

In July 1993, the Combined Intelligence Unit was formed again to support Exercise Campground 3-93, which was a real-world intelligence training exercise focused directly on the theater's primary threat, North Korea. Unlike Team Spirit, the combined intelligence training lasted two weeks and involved soldiers from the AK-TCAE, three ROK intelligence battalions and the 703rd MI Brigade.

Upon completion of training, soldiers from the 102nd MI Battalion, the AK-TCAE, and 703rd MI Brigade deployed as three separate LNO teams, equipped with satellite communications systems, to support and serve as conduits to and from ROK Army CEWI battalions located along the demilitarized zone. The LNO team's mission was to provide technical support to ROK intelligence units and to pass the collected information to the Combined Intelligence Unit.

Meanwhile, the Combined Intelligence Unit, consisting of soldiers

see 501st LINKS, page 5

# Fort Rucker MID Gives Alternate Gift of Life

By Lee Ann Smith

**M**embers of the 902nd Military Intelligence Group, Fort George G. Meade, Md., recently became involved in a little-publicized community support project, the Department of Defense Marrow Donor Program.

Capt. Susan M. Green, formerly of the Fort Rucker MI Detachment, Company B, MI Battalion (CI)(S), started the program at Fort Rucker, Ala., in May 1993. She became interested in it as a method for people who could not donate blood to support their community in another way. In August 1993, Green organized a bone marrow drive at Fort Rucker that resulted in more than 200 volunteers becoming potential donors to the program.

Each year, about 16,000 Americans are stricken with leukemia, aplastic anemia, or any of about 60 other potentially fatal blood diseases. Though bone marrow transplants may be their only chance for survival, only about 30 percent of the patients have family members whose tissue types match. The other 70 percent hope that

among hundreds of thousands of marrow donor volunteers, one will have matching tissues and be willing to help a stranger.

There is no cost incurred by volunteers. They need only register and give a small blood sample. The volunteer's registration data and tissue type are kept on file at the National Marrow Donor Center at Bethesda, Md. When a patient needs a particular tissue type, the center searches its records and contacts volunteer donors. If that person is willing, and the military commander or civilian supervisor grants permissive temporary duty or administrative leave, the volunteer is transported to the donor center at Georgetown University in Washington, D.C.

Once there, a surgical team uses a syringe to remove bone marrow from the pelvis, which has about 10 percent of the body's total marrow mass. Volunteers are under anesthesia during the procedure and kept under observation in the hospital for a day or two. Most are back home and in a normal routine within a few days. The human body replaces the donated marrow in

***Though bone marrow transplants may be their only chance for survival, only about 30 percent of the patients have family members whose tissue types match.***

six to eight weeks, similar to the recovery period for blood donation. Travel, medical procedures and lodging are provided at no expense to the volunteer donor.

This program is open to active duty servicemembers, their family members and DoD civilian employees. A similar program is open to the general public through the National Marrow Donor Center at Bethesda, Md. Interested persons can learn more or organize a civilian marrow donor drive by calling (800) MARROW-3 ([800] 627-7693). \*

*Ms. Smith is a staff writer for the Dothan (Ala.) Eagle.*

## 501st LINKS, from page 4

from the ROK MI Battalions, 703rd MI Brigade, and the AK-TCAE, deployed to a contingency location to support tactical intelligence units consisting of three ROK Army divisions and the 102nd MI Battalion. The architecture demonstrated the tremendous capabilities of the ROK Army intelligence battalions and reaffirmed the need for a combined intelligence unit to support the ROK-U.S. warfighters in armistice and wartime conditions. It also demonstrated that this architecture, including the configuration employment of LNO teams, could

be established and fully deployed within five days.

## Future Developments

Another exercise is being planned, and participants will consist of several ROK and U.S. tactical intelligence units. More importantly, under the combined ROK and U.S. intelligence training plan sponsored by the 501st MI Brigade, two ROK Army soldiers will be training with the AK-TCAE for three months. This is the beginning of the formation of a permanent Combined Intelligence Unit under armistice conditions. This training plan

will eventually evolve into a combined intelligence unit that will support the GCC commander routinely, under armistice, exercise and wartime conditions. Additionally, implementing this concept allows both the U.S. and ROK Army intelligence units to fill existing gaps in databases while mutually supplementing one another in this period of dwindling resources for both countries. \*

*Capt. Shin is with the 751st MI Battalion, 501st MI Brigade, Korea.*

# Dagger Brigade Athletes Compete for German Soldiers' Medal

Story and photo by Staff Sgt. Lisa M. Hunter

**S**even Dagger Brigade athletes have achieved a military proficiency milestone.

Six HHD, 66th MI Brigade, and one Co. A, 204th MI Battalion, soldiers have earned the German Armed Forces Military Proficiency Badge, "das Leistungsabzeichen."

"This competition is a true test of a combat-ready soldier," said Sgt. 1st Class Loretta Farnum, Brigade S-3 Exercises NCOIC who organized the competition. "These events judge the all-around military proficiency of the soldier."

To earn the badge, soldiers must pass a series of athletic events and a pistol marksmanship competition.

To test the soldiers on their athletic abilities, they competed in a series of track and field events, including

a high or long jump, timed sprint,

timed run, shotput or brick throw and timed swim. Heinrich Lange of the Bavarian Sports Association graded the soldiers. The requirements for each competition are based on age groups and gender similar to the Army Physical Readiness Test standards.

Other requirements for the badge are a timed ruck march with 10-kilo (22 pounds) pack. Like the sporting events, the ruck march is graded on age groups and gender.

For example, men in the 40 to 44 age group, must complete 15 kilometers in two and one-half hours to earn the bronze medal. The ruck march and the 9mm pistol marksmanship competition, were conducted and graded by German Air Force Sgt. 1st Class Ulrich Schraml of the Fighter Bomber Wing 32 Support Battalion, based at Lechfeld.

"Fitness is a big portion of my life," said award winner Maj. Cindy Connally. Connally, who was the 66th's executive officer when she earned the badge, is now the 204th's executive officer. "I saw this as another challenge. The fact that it's awarded by our host country — and I am of German heritage — means a lot to me."

The competition is not easy, and not everyone who makes the attempt earns the badge, Farnum said.

The following are the latest Dagger Brigade athletes to earn the badge: Staff Sgt. Dennis Addesso, Maj. Cindy Connally, Col. Terrance Ford, 2nd Lt. William Houston IV, Sgt. Thomas Serino, Capt. Scott St. Cyr, and Lt. Col. James Ward. ☂

*Staff Sgt. Hunter is the Public Affairs NCO for the 66th MI Brigade, Augsburg, Germany.*

**Sgt. Thomas Serino, HHD, 66th MI Brigade, leaps over the high-jump bar in the Leistungsabzeichen competition.**



*The Late Lt. Col. Masanori 'Mike' Miyagishima Honored ...*

# 500th MI Brigade Dedicates HQ Building

By 2nd Lt. James Reidy

When a building is dedicated in honor of an individual, an important chapter in the history of both the building and the unit is closed, as the unit forever associates itself with the name and reputation of the particular person," Col. Austin J. Kennedy, 500th Military Intelligence Brigade commander, explained in his opening remarks during the ceremony dedicating the brigade headquarters building in honor of retired Lt. Col. Masanori "Mike" Miyagishima.

A Far East geographical expert and proficient Japanese linguist, Miyagishima served three tours with the 500th MI Group; the first from 1954-59 as a liaison officer, the second from 1968-71 as commander of Detachment B. After retiring from 28 years of active duty in 1971, Miyagishima remained with the 500th until 1982, serving at different times as chief of Detachment B, a GS-13 Military Intelligence Civilian Excepted Program employee and chief of the HUMINT Operations Branch. Considered one of the best—if not the best—liaison officer of his era, he is still remembered for his numerous contributions, many of which even today cannot be disclosed.

Fortunately, these impressive credentials made the potentially difficult task of choosing a candidate an easy decision for the selection committee. The naming of the building is not a temporary distinction or a token reward for a long career, but an infinite declaration of the pride a unit has in its former members. Obviously, then, the search for appropriate candidates is not a matter to be taken lightly. Immortality is an enormous responsibil-

ity, and, as a result, the utmost care must be taken to ensure the selection of the most deserving candidate. Miyagishima was such an individual.

The ceremony was marked by the attendance of Lt. Gen. Jerome Granrud, Commanding General, U.S. Army, Japan/IX Corps, as well as five retired general officers and two retired colonels representing the Japanese Ground Self Defense Forces.

Following an invocation by Brigade Chaplain, Chap. (Maj.) Krishna M. Ajjarapu, the posting of the Colors

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by the 500th's Color Guard, and the playing of the Japanese and American National Anthems by the 296th Army Band, Kennedy addressed the audience of more than 150 people.

"I didn't know Mike, but I received letters from two former INSCOM commanders, Maj. Gens.

(Stanley H.) Hyman and (Charles F.) Scanlon, the current INSCOM CG, Maj. Gen. (Paul E., Jr.) Menoher, and several former coworkers praising Mike as the liaison officer who did more to promote Japanese-American relations than any other individual." Kennedy closed his remarks by introducing the ceremony's guest speaker, Miyagishima's daughter, Stephanie Sundius.

Sundius was visibly excited to be able to participate in the crowning moment of her father's career. Having expressed her family's appreciation, she joined Kennedy for the highlight of the ceremony, the unveiling of the plaque.

Following a hearty round of applause, Kennedy read the inscription beneath the bronzed bust of Miyagishima:

***"Named in honor of LTC (Ret.)  
Masanori 'Mike' Miyagishima  
(1919 -1983)  
In recognition of forty years of  
outstanding service to the 500th  
Military Intelligence Brigade, the  
United States Army, and his  
country."***

The ceremony concluded with the retiring of the Colors and the playing of the Army Song, and was followed by the first reception ever to be held in Miyagishima Hall. ☂

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***2nd Lt. Reidy is the Public Affairs Officer  
for the 500th MI Brigade, Japan.***

# Travelling the Information Superhighway

By Gig A. Byte

**T**here's an old joke that involves a young couple on vacation in Vermont who become lost. They pull off to ask directions of a Yankee farmer, who informs the hapless couple that "You can't get there from here." There is no direct route, so the couple gets a convoluted set of directions and ends up in worse straights than before.

There currently exists an entity comprised of people, machines and various communication companies worldwide often referred to as the "Information Superhighway." Its on and off ramps can be found all over the world, and a skilled navigator can cruise along at the speed of electricity, visiting friends, obtaining goods and services, acquiring needed information or just taking in the scenery. But

unlike some of America's back roads, you can get there from here.

The marriage of the computer and telecommunications technology has spawned this highway, and continuous improvements in those technologies have enhanced the travel experience and greatly simplified access.

## What's in a Name?

During his State of the Union address on Tuesday, January 25th, President William J. Clinton brought up the Information Superhighway. He made mention of the fact that the technology existed, but alluded to the fact that it was largely untapped. He pledged that within the year, he and Vice President Albert Gore would see that this highway was built up so that all Americans could use it to obtain goods and services, find information and better educate our children. It sounds like a rather lofty pledge, until one realizes that the Information Superhighway is largely in place, being traveled by more and more people each day.

The American and foreign computer and telecommunication industries are waiting breathlessly, like auto makers in a new model year, to bring us newer, slicker and faster means of traveling the electronic Autobahns. If you've seen American television in the last year, you've probably caught the commercial by one of America's largest telecommunication firms set on a sunny, secluded beach. A man is in a chair with a cool drink and a little palm-held screen. He uses it to access his computer at "the office," which then sends information to the computer of a business associate in another city. The commercial concludes by calmly informing us that they will be bringing this ability to us all very soon.



The Information Superhighway has been called a lot of other things. Names such as "Cyberspace" and "The Ethernet" (we'll use "the Net" for brevity's sake) have also been used to refer to the community of computer users worldwide who communicate with each other. However, the Net is no longer solely the domain of cyberpunks and compu-geeks (like the author). Users don't need to know multitudes of commands or arcane machine language. The Net is now frequently visited by all sorts of people, for all sorts of reasons. Retirees, teenagers, homemakers and professionals all travel the net doing business, pursuing education or just having fun.

Examples of the Net's new usefulness abound. For example, many people now are able to work from their homes, at least part of the time. Many who do this call it "telecommuting." Steve Zilora, a software consultant from Penfield, N.Y., works from his home, even though he has young children. Rather than degrading his work, he feels it enhances his life. "Just as office workers might be away from their desks for hour-long meetings, we might be away from our desks for an hour-long play session with the kids. This gives us the breaks we need. It leads to a longer day, but one that's interspersed with work and play."

Many people conduct real business, not just business communication, via the Net. Using a major U.S. on-line service (more about these later), an employee of Logic Box Systems of Toronto, Canada, took profitable advantage of the Net. He had access to a large number of computer motherboards (where the "brain" of a computer resides) at a very low price. As their availability would be only temporary, he needed to quickly and cheaply get the word to as many potential buyers as possible. He posted the particulars to a bulletin board on the service, and the next morning, a bulletin board member in Holland expressed interest in buying them at slightly less than the asking price. The two resolved the deal via the Net in less than 24 hours, though they were on different continents and had never

met face to face, for a total communication cost of less than \$5.

Philanthropy abounds on the Net, as well. Just after the recent earthquake in California, the following message was posted on an electronic bulletin board by a user in Boston: "I can't reach my aunt. Could someone call her in Santa Monica and see if she's OK?" From Southern California the answer appeared moments later: "I just spoke to your aunt. The quake trashed her house, but she's OK and sends her love."

Writes Vic Sussman of *U.S. News and World Report*: "Such communications between strangers were common last week, as generosity spread

through cyberspace like a benevolent virus. Spontaneous support groups and information centers for earthquake victims popped up on the Internet and on-line services hours after the initial jolt. Long-distance phone services were mostly inoperative in the quake region, but thousands linked their computers to local phone lines to leapfrog across the country for news." When you take the Net, you can get there from here.

## **Image Isn't Everything**

On our nation's highways and our cities' streets, we are sometimes judged by what we drive; automakers the world over try to capitalize on this each new model year. On the Net, you are what you write. There are many different ways to access the Information Superhighway, but these vehicles are more or less transparent to those with whom we communicate. Generally speaking, the first impression we make is based solely on what we say, and how we say it. How we get our

message out there matters little, if at all. The most common ways to get into the Net are through bulletin board systems, commercial on-line services or The Internet.

There are literally thousands of BBSs worldwide, most of which are more or less noncommercial and somewhat informal. It's impossible to visit a city or town of any size in the United States anymore without there being a BBS or two just a local phone call away. All you need is a reasonably current computer and a MODEM (the gadget that lets your computer talk to another via phone lines — but you knew that). Computer and software

shops almost all carry little magazines listing the local BBS scene, including names, phone numbers and the general subject matter of the BBS.

More formal, and certainly more commercial, are the on-line services. These include such systems as CompuServe, Prodigy, America Online and Promenade, to name a few. Slickly packaged, easy to use and powerful even for the entry level user, these services offer an unbelievable access to communications,

news, goods and services worldwide for very modest monthly fees.

One can do everything from writing letters to reading the latest (as in up to the minute Associated Press) news, right in your home or office. You can also order your mom flowers for her birthday, or get yourself booked on a vacation flight, all without leaving your home.

One service offers what they call the "Electronic Mall," comprised of numerous stores and vendors, all of whom you can visit (and even see see **SUPERHIGHWAY, page 10**

***Just as office workers  
might be away from  
their desks for hour-  
long meetings, we might  
be away from our desks  
for an hour-long play  
session with the kids.  
(Telecommuting) leads  
to a longer day, but one  
that's interspersed with  
work and play.'***

— Steve Zilora,  
software consultant

# INSCOM Presents Grant Monies to UMTs

By Chaplain (Maj.) Irven W. Johnson

**R**ecently, the Department of Army Chaplain Fund Council approved \$20,250 of grant monies for FY 94 to support INSCOM Chaplain Fund requests for an enriched ministry. Normally, grants are received every year by MACOMs but this is the first time INSCOM, as a MACOM, has received these monies.

The following Unit Ministry Teams were given designated dollars for their special programs:

► Schofield Barracks, 703rd MI Brigade, UMT was given \$5,000 for a marriage enrichment retreat.

► The 500th MI Brigade UMT in Camp Zama, Japan, was presented

\$2,500 for a single soldier retreat and \$4,000 for a marriage enrichment retreat.

► The 204th MI Battalion in Augsburg, Germany, will have \$3,250 to have a remote site ministry program.

► The UMTs of the 18th MI Battalion in Augsburg, Germany, were presented \$4,000 to accomplish single soldier retreats.

► Vint Hill Farms, home of the 201st MI Battalion, will be given \$1,500 for a spiritual retreat.

As the grant monies are shared by the unit ministry teams, I am reminded of the words of Howard Thurman in his book, *The Mood of Christmas*: "The true meaning of Christmas is

expressed in the sharing of one's graces in a world in which it is so easy to become callous, insensitive, and hard. Once this spirit becomes part of a man's life, every day is Christmas, and every night is freighted with anticipation of the dawning of fresh, and perhaps holy, adventure."

These programs provide the catalyst for our soldiers and families to experience the blessing of Christmas every day. ☩

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*Chap. Johnson is the INSCOM Support Battalion Chaplain.*

**SUPERHIGHWAY, from page 9**  
on-line pictures of merchandise) while wearing your most comfortable old sweat shirt and slippers, the car parked quietly in the garage.

Over time, many of the BBSs mentioned earlier have become linked together into networks. Users were able to cross over from their familiar BBSs into systems concentrating on different subject matter, or ones farther away. As these networks found each other and connected, there was formed The Internet.

Formally informal, huge and growing, intricate, disorganized and becoming more so each day, the Internet is comprised of about 11,000 networks all over the planet. Its individual networks reside at, and are administered by, educational, government, business and nonprofit organizations. Most of the communication on the Internet is personal, intellectual or philanthropic, as in the

earthquake story above. However, it is ironic, says University of Pennsylvania Telecommunications Professor David Farber, "that the Internet is actually a cold war relic, designed in the 1960s as a decentralized military communications system capable of surviving nuclear attack. The Internet, which has grown explosively ever since Hurricane Andrew in 1992, has now proved its usefulness for emergency action in the civilian world."

Once visited only by dedicated users (programmers and other "wire heads" at universities) who had direct access, many others are now traveling the highways and byways of cyberspace. Particularly exciting to new users is the prospect of being able to trade thoughts with the estimated 10 million users with electronic mail access all over the world.

Recently, users of some of the on-line services mentioned earlier have

been able to "jump the wall" to the Internet. Many networks provide Internet access to on-line service users for messaging purposes, further expanding the Ethernet. The author frequently uses this method to send mail to a friend stationed in Oslo, Norway. Each message costs about 14 cents in phone connect time, less than half of the price of a stamp. And while the APO can take days or weeks to deliver a letter, electronic mail is instantly there waiting, no matter where a user logs on from.

If you or someone you know is stationed far away, and you both have access to a computer, turn on, boot up and log on to the Information Superhighway. The on-ramp is as close as your nearest phone line. ☩

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*Mr. Byte is a compu-geek with the INSCOM Public Affairs Office.*

# 'Chameleon-Type' Battle Uniforms in the Works

Army News Service

**A**rmy researchers are developing the ultimate in camouflage uniforms — ones that change color to match the background environment.

Efforts continue at the U.S. Army Natick Research, Development and Engineering Center to improve this type of camouflage capability. The challenge is to produce a "background adaptive," or "chameleon-like," uniform which would allow soldiers to blend in with their surroundings at all times.

Camouflage designs the Army now uses are based on seasonal averages of geographic regions in which soldiers may be expected to conduct operations. The Integrated Camouflage Protection Team at Natick is looking at several far-term technologies to improve camouflage properties of soldiers' clothing.

The use of commercially available heat- and light-sensitive colorants is being studied, and both types offer limited adaptive camouflage properties. Uniforms using these materials could adapt from day to night camouflage or to subtle terrain changes. Though these technologies have limited applications in novelty items, their use in the military requires further study.

The use of electrochromatic colorants is also undergoing study. Ideally, miniaturized spectrophotometers would gather information from surrounding terrain. Then, the data would then be processed through a matrix effect, sending electrical signals and translating the information into a specific color system. A spectrographic image of the soldier's background would then appear on the uniform creating the desired camouflage effect.

Dynamic Visual Camouflage is a biotechnological approach that uses active proteins to continually change colors to match the surroundings. Technically, DVC is the transfer of colored light through receptors connected to conductive polymers for electronic signaling.

The DVC goal is to camouflage a soldier passing from a "woods" setting of greens and browns to a "wheatfield"-type setting of oranges, tans and browns. The soldier's DVC uniform would translate and transmit these new colors in seconds.

The two main objectives of the DVC project are to make the technology flexible enough for use in clothing and to make the color changes quickly and effectively.

Producing uniforms that accommodate drastic color changes in the environment — such as arctic white for a sudden snow storm — will take longer to develop, officials said. \*



# *Language Olympians 3-peat ...*

# **501st Brings Home the Gold**

By Sgt. 1st Class Kiki Bryant

Nine 501st Military Intelligence Brigade linguists travelled to the 1993 I Corps Language Olympics with only one goal — to bring home the gold. Having won the competition the previous two years, the team borrowed Chicago's motto "1993—Peat," and did just that.

The 501st captured seven gold, seven silver and two bronze medals, which more than guaranteed their first place finish during the annual competition held Nov. 4-8 at Fort Lewis, Wash. In addition to receiving recognition as the best team and winning overall first place for Korean language, the brigade tallied up enough points to take second place in the Overall Language Category.

The brigade sent nine linguists (one served as a judge) to the Olympics, which are designed to enhance and encourage language skills in the linguists assigned to I Corps. The 501st fielded three two-man teams in all eight events and won two out of three events in each category. All four 501st battalions were represented at the competition.

"The key to this year's success was teamwork," said Sgt. 1st Class

Richard Applegate, a participant and the 501st Command Language Program manager. "From October 31 through November 2, the brigade team deployed to Pyongtaek (Camp Humphreys) for a train-up session. This gave us the chance to learn to interact and get to know each other."

Applegate said interacting proved to be the vital link in their winning strategy, particularly for events such as Password, What's My Line and Verbal Relay. "We were great together."

Applegate said he believes another factor in the brigade's success can be attributed to the team's desire to win, coupled with their language ability. "I believe we won because we were just superior linguists."

In addition to Applegate, the 501st was represented by: Staff Sgt. Brad

Roberson, 532nd MI Battalion; Staff Sgt. Dave Collier, 532nd; Sgt. Kevin King, 524th MI Battalion; Sgt. Kwang Lim, 3rd MI Battalion; Sgt. Jimmy Boyd, 751st MI Battalion; Sgt. Tom Kezlovitz, 751st; Staff Sgt. Mike Ross, 532nd; and Sgt. Rich Huntsinger, 751st (judge). Ross was recognized in October as the 501st Linguist of the Year.

In May 1994, the 501st will send another team to the Defense Language Institute's Worldwide Language Olympics in Monterey, Calif. During DLI's 1993 competition, the 501st brought home 10 out of 18 medals for Korean language skills. Their hope is to do much better in 1994. ☂

*Sgt. 1st Class Bryant is the PAO NCOIC with the 501st MI Brigade, Korea.*

**Maj. Gen. William Matz, Deputy I Corps commander (right), poses with members of the 501st MI Brigade's award-winning language team.**

*U.S. Army Photo*



# Attitude Affects Sergeants' Time Training

By Sgt. Michael Voigtsberger

**T**raining ... who's got time for it? The mission, *always the mission*. All day, all night, nonstop ... the real world is out there, and I have a job to do.

Anyone out there ever think like that? Be honest. We all have at least once. And some people think that way all the time.

So how do we conduct sergeants' time training when our schedule is filled with the mission? Well, the solution must be in an Army regulation, field manual, or standard operating procedures somewhere, right? Sorry, no such luck.

I've been through the books, read the SOPs and none of them state how to prevent planes from breaking down, people from getting sick — all those little things that completely shoot down planned training. So what's the solution? You may not believe the answer, but here it is: ATTITUDE.

Think about it ... If you don't believe training is important, how much energy will you put into it? Chances are, none, zero, nada.

If your attitude's not right, no evaluator or commander will get you to train people better. They come into the area and see you training, they're impressed and go away. No one tells them, "We've been keeping an eye out for you. As soon as you're gone, we will finish our card game." Another four-hour block of instruction completed.

Don't get me wrong. I admire people who do their job and handle this "real-world mission." The only problem with this type of thinking is that what's real today may not be real tomorrow. This creates a serious problem for those of us who like to come in to work, do our job and then go home.

Let's play the "what if" game for a few minutes. What if the phone rings and you're not there: can your soldiers take a message and get it to you when you come in?

What if a soldier fell from an aircraft and split his skull open: would your soldiers be able to treat an open wound to the head and prevent shock?

What if the North Koreans attacked tomorrow: can all your soldiers recognize and react to chemical hazards and engage targets with their assigned weapons? If you answer no to these questions or you don't know, maybe it's time to change your attitude about sergeants' time.

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***The only way to do sergeants' time successfully ... is to make sergeants' time part of the mission.***

---

Every Tuesday morning for four hours, my real-world mission is to train my soldiers on things they don't do every day, but they need to know during emergencies or changes to the unit's mission, such as transition to war and all the other METL stuff. The secret is out. The only way to do sergeants' time successfully with a real-world mission going on is to make sergeants' time part of the mission. Luckily, the two can complement each other. As leaders, we know what our soldiers need to be trained on, and we should use this set-aside time to make our soldiers better.

My attitude is great, you say, but my training is still lacking, because things come up and disrupt what I schedule. Well, that's reality. We can't control everything. However, before

you write off a good training session, ask yourself: if the plane or system were broken before a flight, how could I fix it and get the job done? Now put that same attitude towards mission in response to this question: "My soldier really needs this class, when can I give it to him?"

As professionals, we know the solutions aren't always easy. Finding time and making time to get the job done is the order of the day in our fast-paced unit. Armed with the knowledge of what it takes to make a great trainer, let me suggest the following:

■ Always plan ahead. This lets you get the resources you need.

■ Let everyone know what you're planning. This helps everyone arrange their schedules accordingly and might make them more reluctant to interfere with your plans.

■ Structure your classes to be unique. Also plan hands-on training. You'll find soldiers learn more in a shorter period of time and will probably retain the information longer. You'll also be able to teach other things instead of having to repeat the same material every other week.

■ Read the self-development test books. A lot of ideas about training rest within the covers of these FMs.

■ Keep a great attitude. Be in tune with what classes your soldier's need, and be well-prepared for your classes. Don't shoot from the hip. A good attitude is contagious. If you respect your soldier's time, he'll respect yours. ☺

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*Sgt. Voigtsberger is currently assigned to the 3rd MI Battalion (AE) at Camp Humphreys, Korea. The unit's 24-hour-a-day, seven-day-a-week mission presents a challenge to the leadership to conduct sergeants' time training.*

# NCO/OPD at Low Density Units: A Non-Traditional Training Method

By 1st Lt. Pete Huller

**Y**our last two assignments were at Echelons Corps and Below units — let's say the 1st Infantry Division (Mechanized) and the 2nd Armored Division. The executive officer or command sergeant major assigned a different subject to a different captain or staff sergeant each time, and no one received the same training twice. This type of professional development is what I — as are most officers and NCOs — was accustomed to.

You are now assigned to an Echelons Above Corps unit. You live on a small Army post and your higher headquarters is over 3,000 miles away. Does that relieve you of mandatory officer professional development? Of course not, and rightfully so. No matter where you are, you need to grow as a professional. But who will provide the training?

You need to rely on yourself to find someone to conduct your OPD. Now it's either you or one of three other officers. Planning and preparing a training class for three other people somehow detracts from the motivation behind your efforts.

Here at Delta Company, MI Battalion (Counterintelligence) (Security), 902d MI Group, Presidio of San Francisco, Calif., we have found some nontraditional methods of conducting NCO/OPD. Our company headquarters is responsible for five operational detachments that provide baseline counterintelligence support (including security education as well as advice and assistance) to Department of Defense organizations and Army units in the 12 western states. As such, each detachment is manned with a commanding officer, an operations officer

(usually a warrant officer), and a CI special agent.

The best opportunities for professional development outside of the unit have been to attend local university or international affairs-type seminars. For example, here in San Francisco, many of us attend seminars hosted by the World Affairs Council.

Recently, we attended two such seminars. The first featured Milan Panic (pronounced pan-ich), the former Prime Minister of Yugoslavia. Panic spoke about restoring peace to the troubled Bosnia region.

Caspar Weinberger, the former Secretary of Defense, presented an excellent briefing on "The Ins and Outs of Intervention." Weinberger detailed specific criteria that we as a nation should consider and follow before committing military forces to a foreign country.

You may say, "That's great. But what else is there?" and "What about your counterparts who can't attend?" Well, to the first question I say, "stay in touch with other local units," and "piggyback" with them for training opportunities. Your local libraries and installation training support centers are great places to borrow videotapes on military subjects that will spur discussion.

By the way, if you have not already noticed, one consistent factor in

each form of NCO/OPD is initiative. You must be proactive when assigned to a small unit to find training opportunities. The quality of your training is directly proportional to how hard you look for chances to broaden yourself and your unit professionally.

Regarding those who, for reasons such as TDY or leave, did not get to attend the most recent seminar, we document these briefings in after action reports or publish them in our quarterly command newsletter. This way we ensure that everyone gets the benefit of the lecture.

Another training opportunity for units with few soldiers at one location is to visit historical sites in your area. One thing to keep in mind is that you should attempt to tie in the visit with your mission.

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professionally.***

soldiers an injustice. ☈

*1st Lt. Huller is with the MI Battalion (CI) (S), 902nd MI Group, Presidio of San Francisco, Calif.*

# Five Steps to Schedule Sergeants' Time

By Sgt. 1st Class John Mapes

**“**The commanding general has determined that sergeants' time is good for a unit's health.”

With these words—or words to that effect (a little literary license is required to make a dry subject more palatable)—the commander opened the weekly training meeting. He continued by giving us the lowdown on sergeants' time requirements.

The guidance was simple: sergeants' time training will be conducted every Tuesday from 7:30 to 11:30 a.m. and must support the unit Mission Essential Task List.

The commander continued to inform us that he wants each platoon to prepare a projected six-week training schedule before the next training meeting. Armed with the aforementioned guidance, I proceeded to my office, dug out my unit METL and popped two aspirin in preparation for the headache to come.

“What's the big deal?” you ask. “Just make up a list of classes, assign instructors and have the training schedule reflect what you've come up with.” That's easier said than done.

The Commander-in-Chief, U.S. Forces Korea, has a continuous requirement for intelligence. As a supporter of this mission, we must be available to respond to flexible and changing CINC priority intelligence requirements. Unfortunately, we don't have the luxury of providing static training times to our soldiers. Any training, to include sergeants' time, must be scheduled as the opportunity arises.

Because of the unique mission and schedule of the unit, our sergeants' time planning process requires five steps: come up with a unit METL supporting task list; review the pro-

jected mission schedule and find time around it to conduct training; identify instructors and locations for the training; ensure that the unit training schedule reflects the projected training; and ensure that the schedule is adjusted accordingly when the mission schedule changes.

Creating a supporting task list for the unit METL is probably the easiest step in the process. Field Manual 25-101, *Battle-Focused Training*, gives leaders the proper guidance to accomplish this step. By looking at each METL task individually, a leader can come up with

a myriad of collective, individual and leader tasks which support a unit's METL.

For example, one METL task for this company is SURVIVE. For this task alone, I was able to create an abbreviated list of 27 supporting tasks. This list included a variety of NBC; first aid; and survival, escape, resistance and evasion tasks.

After creating a supporting task list and receiving the commander's approval, the next step was to review the projected mission schedule for the next two months and determine when sergeants' time could be squeezed in without being detrimental to the mission or soldiers' morale. Adding an additional four hours to an already exhaustive 12-hour mission day could make soldiers slightly cranky and unresponsive to training they might oth-

erwise enjoy. This step was perhaps the most difficult. While perusing the projected mission schedule, I could find only one week when sergeants' time could be conducted on Tuesday,

7:30-11:30 a.m. Consequently, the projected schedule I came up with included Wednesday afternoons and Friday mornings. One week I had to schedule sergeants' time for two hours on one day and two hours the next day.

At last, armed with my supporting task list and proposed schedule, I confronted the platoon and sought volunteer instructors. My feelings are that an individual who is really

interested in the subject and wants to share his knowledge will prepare and present better, more meaningful training. This volunteer process also presented the lower enlisted platoon members with the opportunity to excel, thus preparing them for when they become NCOs — trainers of soldiers.

The fourth step in the process was to ensure that my projected training schedule was reflected on the unit training schedule. This was accomplished by receiving the commander's approval for my proposed schedule at the next training meeting and then submitting it to the training NCO for inclusion in the unit schedule.

For most units, the final step in this process is not only unnecessary, but also not allowed. This step in-

see STEPS, page 25

# Don't Bring Unauthorized Disks into Government Offices!

Chief Warrant Officer John E. Purcell and Staff Sgt. Charles B. Cook wrote a series of articles about the continuing adventures of Sgt. Smiff for the 513th Military Intelligence Brigade's newsletter, *Mirage*. This series will be reprinted in the *INSCOM Journal* over the next few months. In our last episode, Sgt. Smiff was read his rights under Article 31, Uniform Code of Military Justice, for software piracy. This month his first name is "Specialist"!

By Chief Warrant Officer John E. Purcell and Staff Sgt. Charles B. Cook

"Wah! Wah! Help me! Help me!" wailed Spec. Smiff.

The section computer security officer asked, "What's the matter, Smiff?"

"Wall, my 'puter's gone dumber than a rabbit chew'en loco weed. It don't do nuttun!"

A few minutes after using a computer virus detection software program, the section CSO realized that his worst nightmare had come true.

"Smiff," yelled the section CSO, "your computer is infected with three different viruses — *Yankee Doodle*, *Stoned*, and *DirtII*."

"Viruses," stated Smiff. "You mean it got a cold or sumptin'?"

"I guess you could say that. How do you think your computer got infected?" asked the section CSO.

"I dunno," stated Smiff. "Maybe that 'puter over there sneezed on it or sumptin'."

"I don't think so, Spec. Smiff. Will you show me the diskettes that you have used on your system over the last month or so?" asked the CSO.

Smiff opened a desk drawer and pulled out about 100 diskettes.

"Where did all those disks come from, Smiff?" asked the section CSO.

"Wall, some of 'em I brung from home. And some I got from supply.

Don't really matter, does it?" asked Smiff.

As the Section CSO checked the diskettes using the detection software program (which is available to all 513th MI Brigade staff sections upon request), it was determined that Smiff's personal copy of a computer game that he brought from home was the diskette that had infected Smiff's computer system.

"Well, Spec. Smiff, since the *DirtII* virus is designed to destroy all data and programs, you will have to purge your entire system and reload your software applications and re-key all lost data — you have to start over as if your system were brand new."

"You mean dat all the work I dun is gone? All the slides I dun are gone, too?"

The section CSO replied, "That's exactly right. You know that the bri-

gade has a policy that no diskettes are to be brought into the brigade area without first being checked by your section computer security officer. All you had to do was bring your diskettes to your section CSO to have them checked. Had you done that, you would've not only prevented the virus from spreading to your system, but you would have also learned that it is also against brigade policy to use your computer system for playing games.

"I'm sorry, Smiff, but I will have to once again recommend you for punishment under the provisions of Article 15, UCMJ, for violation of brigade policy, specifically, bringing diskettes into the building without having them checked and for using your computer system for playing games, which is misappropriation of government equipment. I'll set you up an appointment with the brigade judge advocate for Article 15 counseling.

"Better get back to work; you have a lot of data to re-key."

"Yup," said Spec. Smiff.

In your office, how many Spec. Smiffs do you have? ☺



Chief Warrant Officer Purcell and Staff Sgt. Cook are with INSCOM's 513th MI Brigade.

# Safely Managing Risks

By Robyn Walick

“How might my people be hurt, injured, or exposed to danger, and what can I do about it?”

These questions are at the heart of a good safety program. The answers help leaders decide which risks are acceptable, which are not, and what can be done to control and minimize hazards.

In the ongoing effort to keep our soldiers, civilians, and family members safe, commanders and leaders at all levels have many tools available to them. One of the tools is the process of risk management and risk assessment.

Risk management is a decision-making tool that can be used at all levels of leadership to aid in making sound, logical decisions. There are five steps to the risk management process. It begins by identifying possible hazards, assessing/analyzing those hazards to determine the probability of their occurring and the severity of the consequences if they do occur, making a decision, implementing that decision, and supervising/following-up on the decision. Risk assessment is the combination of the first two steps — identifying hazards and analyzing their potential effects.

The U.S. Army Training and Doctrine Command recently developed a new four-level risk assessment matrix to give added flexibility in managing extremely hazardous conditions. It replaces the three-level matrix by adding a fourth level, “extremely high,” and alerts leaders to extreme danger in training or operations.

		HAZARD PROBABILITY				
		FREQUENT	LIKELY	OCCASIONAL	SELDOM	UNLIKELY
EFFECT	CATASTROPHIC	I <b>EXTREMELY HIGH</b>	HIGH			
	CRITICAL	II				
	MODERATE	III	<b>MEDIUM</b>			
	NEGLIGIBLE	IV			<b>LOW</b>	

## RISK-ASSESSMENT MATRIX

To show how the matrix can be used, look at a simple decision-making situation. Driving a car is an example of an operation that can be hazardous, i.e., having an accident. You have to decide whether to drive to work or stay home today. If the weather is sunny and bright with no rain or snow, you, as the decision-maker, may decide that the probability (based on weather conditions) of an accident is “unlikely,” and that the effect of an accident if it did happen would be “moderate.” In this case, the matrix gives you a LOW RISK level. The next day it is raining, and you decide that probability of an accident is “occasional” and the effect of an accident is still “moderate.” You now have a MEDIUM RISK. If the weather were a blinding snowstorm with freezing rain, however, you may decide the probability of an accident is now “frequent,” with the effect of an accident “moderate.” In this case, the matrix gives you a HIGH RISK. As the decision-maker, using the matrix gives you a basis upon which to make a decision. What do you decide? Do you drive or not during the storm?

Effective risk management is critical in the planning and execution phases of both training and operations. It is the basis for safely deploying the Army’s most valuable resource — its people — as well as protecting all of its resources.

*NOTE: Risk assessment procedures for System Acquisition (AR 383-16, Appendix B) and the procedures currently in AR 385-10, para 3-9, for Occupational Safety and Health Administration hazards remain the same.*

*Information for this article was taken from publications of the U.S. Army Safety Center, Fort Rucker, Ala., including the Leader’s Guide to OSHA, Countermeasures, and Flightfax.*

*Contact your unit’s Collateral Duty Safety Office or the INSCOM Command Safety Office for more information.* ♣

*Ms. Walick is an Administrative Officer in the Office of the Deputy Chief of Staff, Personnel.*

## Center Employee, FSTC Honored by City

The Foreign Science and Technology Center and Josephine Braxton, one of its employees, were honored by the Charlottesville Disability Awareness Committee in observance of National Disability Employment Awareness Month in October 1993.

The committee, headed by Naomi Aitken of the Charlottesville office of



**Josephine Braxton**

*Photo by James Shiflett*

the Virginia Department of Rehabilitative Services, is concerned with furthering the employment of people with disabilities. Each year DRS recognizes employees, employers and individuals involved in training activities.

The Disability Awareness Fair and Awards Reception was held at the Omni Hotel in Charlottesville, Va., in October. Aitken presided over the evening reception with Michael Burton, head of the Virginia Department of the Visually Handicapped, acting as master of ceremonies. Braxton, a Library Technician with the U.S. Army Foreign Science and Technology Center, was honored as Outstanding Employee with the Public Sector.

Braxton, who first came to the center as a temporary telephone operator in 1987, is a quietly efficient employee who focuses on her abilities

— not her disability. Because of her desire to succeed, her excellent attitude and pleasant, professional demeanor, Braxton quickly progressed within her career field. Her willingness to take on increased responsibilities resulted in a series of promotions, culminating in a promotion to Library Technician (Typing) in the Library Services Division. Continually striving for excellence, she is a model employee, loyal to her country and the U.S. Army Foreign Science and Technology Center.

Col. James A. Bartlett, FSTC commander, represented the organization in accepting the committee's award for Outstanding Employer in the Public Sector. The Center was presented the award because of its unflagging efforts to hire, train, and promote people with disabilities. The mayor of Charlottesville, Tom Vandever, presented both awards. Earlier, he had proclaimed the month of October as Disability Employment Awareness Month.

*(Ellie Schwartz, FSTC Persons with Disabilities Program Manager)*

## Two INSCOM Units Semi-Finalists for Maintenance Award

The Department of the Army has announced the selection of the 201st Military Intelligence Battalion, Vint Hill Farms Station, Va., and the Headquarters Support Company, 751st MI Battalion, Camp Humphreys, Korea, as semi-finalists in the fiscal year 1993 Army Awards for Maintenance Excellence.

Both units were selected based upon review of their Unit Maintenance Profiles by the DA selection panel.

The 201st will be one of three semi-finalists to undergo an on-site evaluation in the Mission Table of Operation and Equipment Heavy Category. The HSC, 751st MI Battalion will undergo a similar evaluation in the

Table of Distribution and Allowance Intermediate Category.

Winners and runners-up in the final round will be announced in mid-March.

*(Ellen Cammer)*

## Air Force Member Earns National Management Award

Air Force Master Sgt. David T. Britanik, a member of the 324th Intelligence Squadron, Air Intelligence Agency, was recently presented with the first annual "Thomas A. Mooney Collection Manager of the Year" award. The award, presented by the National Security Agency, recognizes



**Master Sgt. David T. Britanik**

the best mission manager worldwide in the signals intelligence field and honors Thomas A. Mooney, a former executive with the National Security Agency, who died very suddenly in September 1991. Mooney was known for his dedication and leadership throughout a long and distinguished 35-year career.

The award was presented by William P. Crowell, Director for Operations, in ceremonies held at the National Security Agency on October 20, 1993.

Britanik was singled out for his exceptional managerial skills as a senior mission manager with an INSCOM joint operations facility. His innovative use of resources, proactive changes in management strategies, and support to theater warfighters were most noteworthy.

(*Staff Sgt Kevin C. Karosich,  
324th Intelligence Squadron*)

## Miller Awarded Commander's Award

Carla Miller was recently presented the Commander's Award for Public Service by Col. Jerry Wright, commander, 470th Military Intelligence Brigade, Panama. Miller and her husband, Capt. Phillip T. Miller, have left the 470th MI Brigade for their next assignment at the INSCOM Training and Doctrine Support Detachment, Fort Huachuca, Ariz.

Miller has been a cornerstone in the highly-successful Brigade Family Support Group since June 1991. Her untiring, enthusiastic efforts to support the families and soldiers of the brigade have been invaluable. She

served twice as a facilitator in the annual 470th MI Brigade Army Family Action Forum, which is used to convey family recommendations to the senior leadership of INSCOM, and ultimately to the Department of the Army.

She has served as the editor of *The Griffin Family Link*, the monthly brigade FSG newsletter, since September 1991. As the editor, she compiled the articles and designed the layout of each newsletter. She brought the 12- to 15-page publication into a highly professional, informative product with a circulation of 700. She voluntarily produced the camera-ready newsletter using her home computer and supplies, since the 470th MI Brigade does not have a public affairs office and does not prepare a brigade command information newsletter. *The Griffin Family Link* has been used as the standard of measure for FSG newsletters in Panama. She has been called upon to assist commanders of the other area units in establishing their own newsletters.

Miller was awarded the United States Army, South, Volunteer of the Year — Pacific for Unit Family Support in 1992. This award was in recog-



U.S. Army photo

Carla Miller

nition of her outstanding work on the newsletter and in support of the 470th MI Brigade FSG.

Miller was the chairman of the highly successful 470th MI Brigade Children's Christmas Party in 1992. She was responsible for all aspects of the program, organizing a great day for all of the children of 470th MI Brigade personnel.

(*Maj. Rafael G. Chavez,  
Public Affairs Officer,  
470th MI Brigade, Panama*)

## Cowgirl Makes Korean House Call

Pfc. Byron Vankirk is fascinated by the message Dallas Cowboy Cheerleader Leticia Avila has written beside her picture. Avila and five other cheerleaders were flown to the 751st MI Battalion in Korea to visit the troops serving in isolated areas. The USO and other agencies have been sponsoring the cheerleaders' trips to Korea for 15 years to perform shows and sign autographs for the soldiers stationed there.



Photo by Sgt. 1st Class Kiki Bryant

# Home Study Courses Offer Alternative Learning Choices

By Master Sgt. Linda Lee

If you want to continue your education or learn a new skill but can't make it to school, don't give up. An option for many is to do it at home by correspondence course.

Home, or correspondence, study is enrollment with an institution for a prescribed series of lessons completed at home and mailed to the institution, said National Home Study Council officials.

Individuals who plan to leave the military and don't have time to attend school might consider a correspondence course. Paula Davis, a DoD transition specialist, said individuals can add course completion to their resumes. Every little bit helps when it comes to finding a new job, she added.

Courses vary in length from just one or two quick lessons to be completed in a week to those with hundreds of requirements that require years of work. Some courses offer college degrees, while others offer personal betterment and are just for fun. Some are free, like most offered by the federal government, while others cost from a few dollars to thousands of dollars.

Completion of any correspondence study program does not guarantee that an employer, college registrar or other activity will give you credit for the course. Council officials recommend checking the specific organization's or college's crediting policies before taking courses.

Before you sign up for a correspondence course, check several

things, said council officials. Determine if the course can be paid in part or full by the military's tuition assistance program or the Montgomery GI Bill. Check with an education counselor or the school to see if the course meets requirements — if not and you enroll, you pay the entire cost.

Check the school's reputation with the state's education department, Better Business Bureau and the Chamber of Commerce where the school is located. Does the school have a sound business reputation, and is it considered ethical, truthful and a good value? Are there complaints from former students?

Make sure the school is one of the more than 70 institutions accredited by the council. This isn't to say that every good school participates in the accreditation process. But if yours doesn't, the council recommends you double check its reputation and ask hard questions before enrolling.

The council is the designated accrediting agency for U.S. military correspondence institutes and is recognized by the Department of Education as a nationally recognized accrediting agency.

School accreditation is voluntary. An institute asks to be accredited and undergoes a rigorous process that takes from six months to a year. Council officials said accreditation means the school meets at least minimum standards and offers quality instruction.

Compare courses offered by several schools to determine the one best suited for your needs. Make sure the course material is up-to-date. Ensure

that you have answers to all of your questions before you make any commitment.

Don't feel alone if you decide to take a correspondence course, said council officials. More than 3 million people take some type of course every year. Many federal employees — about 2 million, military and civilian — enroll in correspondence courses. The federal government offers more courses than any other organization in the world. Just a few government agencies that run correspondence programs include the Marine Corps Institute, the Army Institute for Professional Development and the Office of Personnel Management.

For a free copy of the council's Directory of Accredited Home Study Schools or for more information on correspondence courses, write to:

**National Home Study Council  
1601 18th St. NW  
Washington, DC 20009**

Installation education centers can also provide information on home study courses offered through the Defense Activity for Non-Traditional Education Support and other agencies.

Council officials recommend that you check with an installation education counselor before enrolling in any correspondence course. \*

*Master Sgt. Lee is a writer with the American Forces Information Service*

# Reserves May Hold Answer for ETSing INSCOM Troops

By 1st Lt. Susan A. Westberg

**W**ith the easing of DA's Stop-Loss policy and the continuing build-down of the active force, this is a most opportune time to discuss transition options for INSCOM soldiers who may be voluntarily or involuntarily separating from the active Army. For soldiers who have no statutory obligation, but want to maintain some level of military affiliation, the option they may want to consider is joining the Army Reserve or Army National Guard.

Perhaps there has never been a better time than now to be a member of the Reserve Component. They have proven their worth in the contribution made to

Desert Shield/Storm, and the military leadership is looking to the RC to assume a greater role in our nation's overall military strategy. To support this trend, the emphasis now is on structuring the RC to accommodate the transition of Active Component affected by the force reduction.

The RC, however, is also being downsized, and because many AC soldiers are entering the Reserves, the screening procedures for entry have become more stringent and RC commissioning boards more competitive. The RC requires the same high standards of appearance, conduct, and performance as the AC and will be looking for those soldiers best qualified for retention.

Soldiers separating from the AC should keep this in mind when considering transition to the RC.

Some of the many variables to think about include: where you will be residing, what kind of civilian job you intend to pursue, and how much you want to participate in RC training.

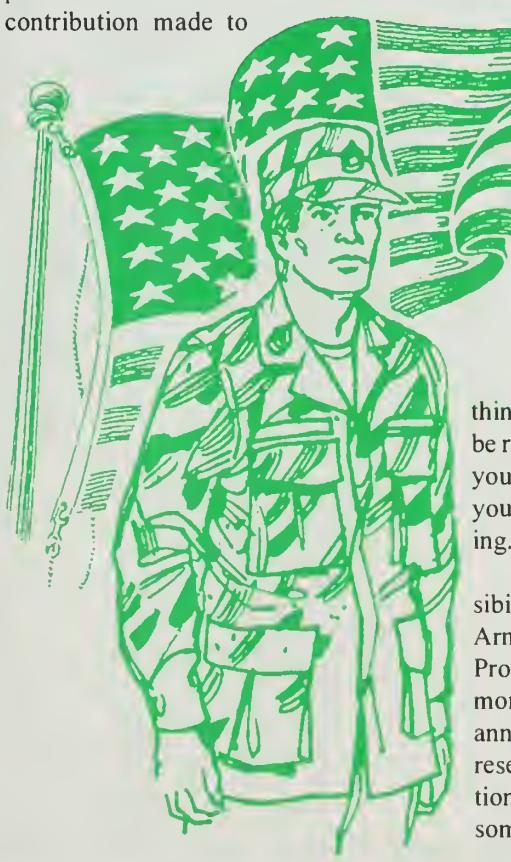
Here's a brief review of the possibilities: Both the Army Reserve and Army National Guard have Troop Program Units. TPU members attend monthly paid drills and two weeks of annual training. There are several MI reserve units or units with MI positions scattered across CONUS (and some overseas), most of them near

heavily populated areas. The key to becoming a TPU member is finding a unit within reasonable commuting distance that has a position vacancy requiring the MOS held by the transitioning soldier.

**C**ongress recently enacted a provision which states: "A person who is involuntarily separated from the Armed Forces during the five-year period beginning on October 1, 1990, and who applies to become a member of the National Guard or Reserve unit within one year after the date of such separation, shall be given preference over other equally qualified applicants for existing or projected vacancies within the unit to which the member applies and may be retained in that unit for up to three years without regard to RC strength limitations so long as the individual maintains good standing in that unit." In terms of affiliation, membership in a TPU is the next best thing to full-time active duty and offers an excellent opportunity for career-minded soldiers.

Those soldiers entering the Army Reserve who cannot find a TPU with a vacant position near their home or who want to participate in training on a more limited basis can apply for an Individual Mobilization Augmentee position. Once established in an IMA position, a soldier residing near his or her assigned AC unit may be selected by that unit to become an actively drilling IMA. Designated DIMA positions are requested by the AC unit using very strict criteria. In addition to AT, actively drilling IMAs attend 24 paid drills in a fiscal year with no more

see RESERVES, page 22



## RESERVES, from page 21

than six drills per quarter. The DIMA program is still in the implementing stage and will require patience and good coordination with the unit on the part of the interested IMA soldier.

Soldiers with an obligation will automatically be transferred into the Individual Ready Reserve unless they take the necessary steps prior to release from active duty to become a TPU member. This is also true for soldiers without an obligation who voluntarily enter the Army Reserve. In the IRR, soldiers can request Active Duty for Training for two weeks or more, subject to the availability of funding. They may be ordered to active duty for one day per year to be screened, but that is the extent of their required participation. If an individual wants to be more active, he or she must apply for an IMA or TPU position.

**W**hy is participation so important? Because being an active Reservist is more than just continued affiliation with the Army—it offers professional qualification for RC promotion and a way to continue earning retirement points. When you earn 50 retirement points in a year, that is considered a “good” retirement year. When you’ve completed 20 good years, you receive a reserve retirement letter and you will start collecting retirement benefits at age 60. There are various ways to earn points, but clearly, the more you participate, the more points you earn. The more you earn, the easier it is to achieve those 20 good years and the more you receive in retirement benefits.

Soldiers with no obligation who decide they want to join the RC should realize that it will not happen automatically upon separation. They must take a proactive approach to ensure that transition occurs without a break in service. This is especially applicable to Regular Army officers without an obligation who, when

separating, must specify their desire for appointment as a Reserve officer in their current grade. Failure to do so will mean a more lengthy accessioning and recommissioning process. Any break in service may result in loss of time in service and time in grade, and might require reinvestigation for a security clearance.

Whether you have a service obligation or not, if you intend to enter the Reserves, you should check with your local in-service recruiter to see what is available. Recruiters can give you the information that will help you decide what you want to do. Then, for enlisted soldiers, they can enlist you in the IRR if you have no obligation and are volunteering to enlist. For those enlisted soldiers with or without an obligation who wish to join a TPU, they can help you locate a unit near your proposed residence and enlist you directly into a unit vacancy. If you want to become an IMA, you will

have to be accessioned into the IRR first.

To find out about available IMA positions within INSCOM or, if you are a transitioning MI officer who needs further assistance, work through your chain of command and unit personnel office, who can contact the Director of Reserve Affairs here at Headquarters, INSCOM. In the next issue of the *INSCOM Journal*, we’ll discuss MISTE, a new program that allows MI soldiers who live more than 50 miles from a Reserve unit to be full-time unit participants. Good luck, and we look forward to serving with you in your new affiliation! Contact Reserve Affairs at DSN 235-1326 or 1996 with any questions. ☰

*1st Lt. Westberg is an actively drilling individual mobilization augmentee at the 902nd Military Intelligence Group, Fort George G. Meade, Md.*

## ARMY EMERGENCY RELIEF

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# DoD Announces Tricare — New Military Health Care Program

By Harry Noyes

**T**he Department of Defense has announced plans to phase in Tricare — a comprehensive, civilian-supported health care program for the Army, Navy and Air Force.

DoD officials say Tricare will improve military readiness, military and retiree families' access to care, and quality of care, while controlling costs for taxpayers and patients alike.

However, officials at U.S. Army Health Services Command (HSC) in San Antonio, Texas, caution military health-care beneficiaries against expecting overnight miracles from these reforms.

Due to Tricare's complexity and the need to integrate it with national health-care reform legislation still being considered by Congress, it may take several years to phase Tricare in.

To avoid confusion, it is vital for soldiers', retirees and families to know that Tricare will come in two stages. People's options will differ greatly between the initial and final stages.

Both stages will offer beneficiaries the option of enrolling in local military HMOs (health maintenance organizations). The heart of each HMO will be a military hospital, augmented as needed with services provided by a regional civilian contractor.

Both stages will also offer options for care in the civilian sector. However, the nature of the civilian options will change from the initial to the final stage.

The long-term goal for the final stage of Tricare is full integration with

the reformed civilian health-care system.

Therefore, final-stage Tricare options will include letting beneficiaries choose from the same civilian programs as their nonmilitary neighbors — with DoD paying most of the cost.

A beneficiary might then join a civilian HMO or a civilian fee-for-service insurance plan. HMO enrollees would have to use HMO-designated doctors and hospitals, but their costs would be lower. Fee-for-service patients would choose their own sources of care (with the insurer paying the care providers or reimbursing the patients), but the patients' costs would be higher.

Meanwhile, however, in initial-stage Tricare, DoD will not pay for beneficiaries to join civilian HMOs or insurance plans.

Instead, DoD will continue to offer Standard CHAMPUS as an initial-stage option for patients who want to choose their own care givers and those who live too far away to use military HMOs.

Also, the regional contractors who augment military HMOs may set up preferred-provider organizations (PPOs) in some areas for military beneficiaries who choose not to join the military HMOs.

The PPOs will be composed of doctors and hospitals offering discounts to military beneficiaries. Patients could choose any PPO member; CHAMPUS would pay most of the cost; and patients' costs would be smaller because of the discounts.

Such a PPO is not a guaranteed option. Each contractor will decide

where PPOs might be useful, based on local conditions.

There will also be numerous regional differences during the phase-in of the initial stage.

There will be 12 DoD health-care regions. In each, a military hospital will serve as lead agent. Army medical centers are lead agents in five regions. The Air Force has four regions; the Navy has two; and one region will rotate among the three services.

All services have input through the lead agent in shaping the all-important Managed Care Support (MCS) contract for each region. The MCS contract determines what services the civilian contractor will provide to augment a region's military hospitals.

The contracts will determine, on a site-by-site basis, whether military HMO enrollees look mainly to the military hospital or to the contractor for care. Depending on how the contract is written, the military HMO option may resemble:

- CHAMPUS Reform Initiative, in which the contractor provides wide-ranging services and manages care for families and retirees,

- the Army's current Gateway to Care concept, where the military hospital manages care, while the civilian contractor provides specific services as needed to supplement that care, or

- something in between.

Contract provisions will depend on lead agents' management styles, regional medical needs and experience.

Since the Tricare concept is new and some details depend on legislative see TRICARE, page 25

# Services to Create 12 Medical Regions

By Evelyn D. Harris

**T**he military services have developed 12 medical regions in the continental United States and Hawaii to serve some 8.2 million military beneficiaries.

Each joint-service region will have a lead agent to develop a single, integrated health care network. "Within each region, the services will work together, plan together and share resources to deliver more accessible, high-quality care," said Army Maj. Vic Eilenfield, a DoD Health Affairs official. "We hope by sharing resources among the services, we can save money that might have been spent in duplicative efforts, while providing broader services to all beneficiaries."

The lead agent will usually be the commander of the largest military medical facility in the region. One exception is Region I — the National Capital Region (the metropolitan Washington area), New England and the Mid-Atlantic states. The lead agent there will rotate among the Washington area's Walter Reed Army Medical Center, Bethesda Naval Hospital and Malcolm Grow Air Force Medical Center. Alaska is another exception and will be a "freestanding" region.

Military medical facilities within each region will retain their service-designated chains of command. Lead agents won't have authority to make funding or personnel decisions for other hospitals in the region. Commanders may meet to work out ways to share personnel.

Lead agents will help develop regional contracts for managed care, manage CHAMPUS dollars and coordinate nonavailability statements. They

will also approve referral processes within the regional network.

Lead agents will recommend designation of a specialized treatment services plan. Specialized treatments are complicated, high-risk procedures such as coronary bypass operations and organ transplants. Research shows such procedures have better outcomes in hospitals that perform the procedures frequently.

Normally, the lead agent hospital will be the specialized treatment hospital. However, military officials in large regions may designate more than one specialized treatment center for certain procedures. Civilian hospitals could be designated specialized treatment centers if no nearby military facility can meet the need.

**H** Region I has more than 1.142 million beneficiaries served by five Army hospitals, four Navy hospitals and six Air Force hospitals.

**H** Region II includes most of Virginia and all of North Carolina. The lead agent is Portsmouth (Va.) Naval Hospital. With three Army, three Navy and two Air Force hospitals, the region includes more than 893,000 beneficiaries.

**H** Region III, with headquarters at Eisenhower Army Medical Center, Fort Gordon, Ga., includes South Carolina, Georgia and most of Florida. Four each Army and Navy hospitals and five Air Force hospitals serve more than 1.069 million people.

**H** Region IV includes eastern Louisiana, Alabama, Mississippi, Tennessee and the Panhandle section of Florida.

The lead agent will be at Keesler Air Force Base Medical Center, Miss. Three Army, two Navy and five Air Force hospitals serve more than 602,000 people.

**H** Region V, headquartered at Wright-Patterson Air Force Base Medical Center, Ohio, includes West Virginia, Ohio, Kentucky, Indiana, Illinois, Michigan and Wisconsin. Two Army, one Navy and three Air Force hospitals serve almost 675,000 people.

**H** Region VI headquarters will be at Wilford Hall Air Force Medical Center at Lackland Air Force Base, Texas. The region includes most of Texas, Arkansas, Oklahoma and western Louisiana. Four Army, one Navy and nine Air Force hospitals serve more than 960,000 people.

**H** Region VII headquarters is also in Texas, at William Beaumont Army Medical Center, El Paso. The region includes western Texas, New Mexico and Arizona. Two Army and five Air Force hospitals serve more than 336,000 people.

**H** Region VIII includes Minnesota, Iowa, Missouri, Kansas, Nebraska, South Dakota, North Dakota, Montana, Wyoming, Colorado, Utah, Idaho. The lead agent will be Fitzsimons Army Medical Center, Aurora, Colo. Five Army and nine Air Force hospitals provide care for more than 734,000 people.

**H** Region IX includes Southern California and the southern tip of Nevada. Headquarters will be at San Diego see REGIONS, page 25

### **STEPS, from page 15**

volves changing the published unit training schedule. The very nature of the mission here dictates that schedules be flexible and driven by consumers' intelligence requirements. In short, changes in the mission schedule may require changes to the published training schedule. This requires good communications between the operations platoon and the company train-

**TRICARE, from page 23**

changes, many adjustments are expected during the initial stage. This stage will be a "shakedown cruise" for the Tricare concept and for the wording of MCS contracts.

Meanwhile, until Tricare leaves the dock, Gateway To Care will continue as the Army health-care system, say HSC officials.

That may be a matter of months in some areas, of several years in others. In regions where MCS contracts call for the military hospitals to manage care, the substance of Gateway To Care—if not the name—may survive indefinitely within a new multiservice framework.

For more information on the anticipated Tricare transition schedule in your area, contact your local military health care facility.

*Mr. Noyes is with the Health Services Command News Service.*

## **REGIONS, from page 24**

Naval Hospital. One Army, four Navy and four Air Force hospitals serve more than 796,000 people.

**H** Region X lead agent David Grant Air Force Medical Center, Travis Air Force Base, Calif., will cover Northern California and most of Nevada. One Army, two Navy and four Air Force hospitals serve more than 430,000 people.

ing NCO to ensure the unit training schedule accurately reflects required changes.

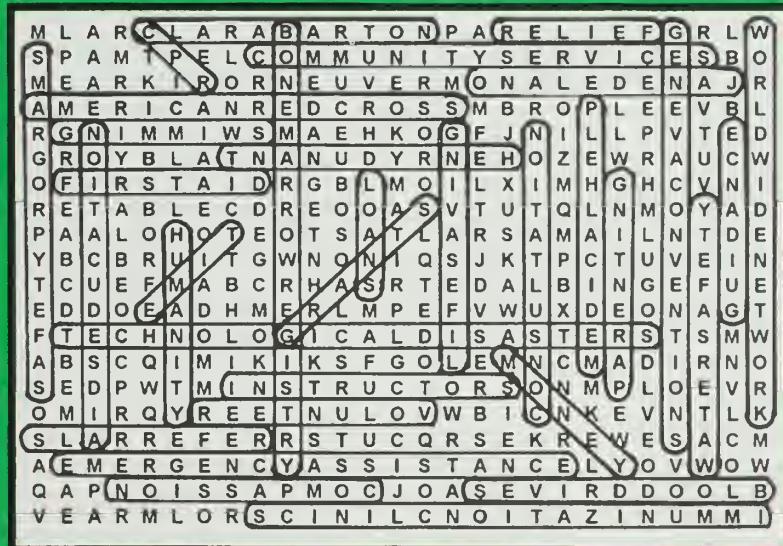
As you can see, sergeants' time, while an invaluable training tool for any commander, can present some scheduling problems in a unit with an around-the-clock, real-world intelligence mission. However, these problems are not insurmountable, and with the right people, proper guidance and

a little ingenuity, the challenge can be met.

*Sgt. 1st Class Mapes is an operations sergeant for Company B, 3rd MI Battalion, 501st MI Brigade, Korea.*

# Puzzle Solution

## American Red Cross



**H** Region XI headquarters at Madigan Army Medical Center, Tacoma, Wash., will be responsible for Washington and Oregon. One Army, one Air Force and two Navy hospitals serve more than 363,000 people.

*Ms. Harris is a writer for the American Forces Information Service.*

**H** Region XII will be Hawaii. Tripler Army Medical Center — the only military hospital in the state — serves more than 160,000 people. \*



*News of interest to members of the Total Army ... Active, Reserve, Guard and DA Civilians*

Compiled by Maj. Donna L. Walthall

## Easier CHAMPUS Form to Debut

Officials at the Office of Civilian Health and Medical Program of the Uniformed Services say a new standard patients' claim form is on the way to simplify the filing of CHAMPUS claims.

The new DD Form 2642, *Patient's Request for Payment*, is half the length of the current form, officials said, and will be used in the United States and Puerto Rico.

It will eventually replace DD Form 2520, but will not be used at other overseas locations. The old form can be used in the United States until declared obsolete or until supplies run out. Officials said patients need only fill in a few blocks of simple information, attach copies of related medical bills and mail the form to the appropriate claims processing contractor.

(CHAMPUS)

## Service Improves for Air Transport Passengers

Military travelers flying on the international routes of the U.S. Air Force's Air Mobility Command can look forward to some improvements in services and comfort over the next several months.

Most of the improvements deal with the services offered on the command's contract Category B flights, transporting passengers between stateside gateways and overseas locations.

"The command's goal is to have those flights offer quality service at or

above airline industry standards," said Col. Michael R. Engel, AMC chief of aerial port operations.

"From the counter agents who check our passengers in, to the crews who transport them to their final destination, we are focusing on a quality product. Our carriers operate modern fleets of jet passenger aircraft maintained to the highest standards of safety and reliability," he said.

Among the improvements being fielded are the following:

→ Approval for passengers to travel in appropriate civilian clothing aboard commercial charter aircraft.

→ A change in seating arrangements so as to increase the amount of leg room between seats.

→ Nonstop service on Pacific runs.

Add these to such amenities as a 90 percent on-time departure rate plus the proximity of USO lounges, and you'll find that the command is well on its way to achieving 100 percent customer satisfaction, Engel said.

(U.S. Air Force  
Air Mobility Command)

## New Military Journal Rides Tide of Jointness

Officers serving in joint-duty assignments are receiving the second issue of a new journal aimed at their professional needs and aspirations.

The autumn 1993 issue of *Joint Force Quarterly* treats such topics as special operations forces, joint warfare, the Goldwater-Nichols Act and prospects for an information corps.

This second, and latest, issue resumes the journal's in-depth coverage

of joint warfare concepts, doctrine and operations. Among the features of that issue of the *Joint Force Quarterly* is this parting word from former Joint Chiefs of Staff Chairman Gen. Colin L. Powell: "Maximum effort to accomplish the mission, to win decisively, demands joint action on the battlefield. If there is a legacy of which I am the proudest, it is that we have come together as a joint team in an unprecedented way over these last four years." The Institute for National Strategic Studies, which publishes the journal at Fort Lesley J. McNair in Washington, expects the publication to have an expanded "pass around" rate as more officers receive joint-duty assignments and training.

Issues are printed in 30,000 copies. These are sent automatically to the target audience of mid-level officers in all the joint commands and military services. Readers unable to find the journal may subscribe at \$22 a year, \$27.50 for foreign orders. Each issue contains a subscription card for mailing to:

Superintendent of Documents  
P.O. Box 371954  
Pittsburgh, PA 15250-7954  
(Army News Service)

## WIMSA Seeks Women Vets

The Women In Military Service for America Foundation is continuing its national campaign to locate and register women veterans, active and reserve. WIMSA was authorized by Congress in 1986 to build the memorial in Washington, D.C., to honor all



women who have served, are serving and will serve in the U.S. military. Since the American Revolution, about 1.8 million women have served in the U.S. armed forces.

A unique feature of the memorial will be the register — a computerized data base containing the photos, military history and experiences of the women who have served throughout history. The search is underway for women, or their descendants, who can tell the stories that will document the role of women in the military.

Those interested can call (800) 222-2294, or write to:

**WIMSA**  
**Dept. 560**  
**Washington, DC 20042-0560**  
(Army News Service)

## Language Training Now Reenlistment Option

Language training is now available to soldiers who reenlist under the Army service school reenlistment option, according to Army personnel officials.

"The objectives of this change are to allow soldiers to obtain additional language training and to let soldiers retrain into shortage languages," officials said. The option applies to basic, intermediate and advanced training.

Soldiers who reenlist for language training may not change military occupational specialties unless they hold a non-linguist specialty that does not have linguist authorizations.

Soldiers in this category must apply on DA Form 4187 (*Request for*

*Personnel Action*) and attach the following enclosures:

- Results from the Defense Language Aptitude Battery, administered by local education centers
- DA Forms 2A and 2-1 (*Personnel Qualification Record*)
- DA Forms 4591-R (*Reenlistment Worksheet*) and 3340-R (*Request for Reenlistment*)
- A copy of DD Form 398 (*Personnel Security Questionnaire*) — for MOS 98G (voice interceptor) only

Linguists who apply for intermediate training must have a minimum score of 20 on items 8H and 8N, DA Form 330 (*Language Proficiency Questionnaire*). Advanced language training applicants must have a minimum score of 26.

Soldiers requesting retraining must include three language preferences based on the most current listing of shortage languages, officials said.

For more information or to apply for language training as a reenlistment option, soldiers should contact their local retention offices.

(Army News Service)

## Active Guard Reserve Seeks Junior Officer, Enlisted Applicants

The U.S. Army Reserve is seeking several hundred junior officer and enlisted applicants for its Active Guard Reserve Program, according to officials at the Full Time Support Management Center in St. Louis, Mo.

The applicants are needed to fill vacancies in troop program units dur-

ing the coming year at many locations, officials said.

Officers, captains and first lieutenants are primarily needed, especially those in the Army Nurse Corps, Special Forces and Civil Affairs branches.

Warrant officer shortfalls are critical in the following specialties: marine and deck officer, computer technician, military intelligence, food service and criminal investigation division special agent.

Also, staff sergeants, sergeants and specialists are needed in the following specialties: mechanical maintenance, supply and services, signal operations, medical and administrative/personnel. Officials said that soldiers with aptitude scores of 100 or higher in the clerical, mechanical maintenance, general technical and skilled technical areas of the Armed Services Vocational Aptitude Battery will be considered for reclassification.

Applications for positions in high cost of living areas from soldiers who reside in those areas will be given more favorable consideration. That policy was established to avoid costs to the soldier that are associated with establishing a new residence, which can be prohibitively expensive, officials said.

For more information on the program, or to request an application packet, soldiers should call (800) 255-4839.

(Full Time Support Management Center)



## CLASSIC WWII HUMOR RETURNS

### WILLIE & JOE

*Bill Mauldin*



"It's twins."

Bill Mauldin achieved international fame as the youngest person ever to win a Pulitzer Prize with his famous World War II editorial cartoons. Though Willie and Joe were soldiers, servicemembers of all branches could see themselves in their cartoons. Now 50 years after Mauldin brought Willie and Joe to the pages of the *Stars and Stripes* newspaper, they speak again to a new generation. (Copyright 1946 by Bill Mauldin, used with permission.)

### WWII CHRONOLOGY, MARCH 1944

**4 (GE)** Eighth Air Force delivers the first U.S. bomber attack on Berlin.

**10 (US)** Joint Chiefs of Staff agree on timetable for operations in the Pacific: invasion of Hollandia on 15 April; Marianas on 15 June; Palau on 15 September; Mindanao on 15 November 1944; Formosa on 15 February 1945.

**13 (US)** Main body of U.S. Third Army headquarters sails from New York for England.

**18 (GE)** In heaviest attack of the war to date, Royal Air Force

bombers drop over 3,000 tons of bombs on Frankfurt, Germany, night 18-19.

**22 (UK)** British Chiefs of Staff recommend that plans for ANVIL be dropped. This would ensure a greater effort in Italy. Americans disagree, holding out firmly for ANVIL despite problems of acquiring sufficient shipping for it.

**24 (MTO-ETO)** It is decided not to mount ANVIL and OVERLORD simultaneously as planned. ANVIL target date is tentatively set at 10 July and is later postponed to 15 August.

#### Event Locations:

(GE) Germany

(MTO-ETO) Mediterranean Theater of Operations  
European Theater of Operations

(UK) United Kingdom  
(US) United States

Source: United States Army in World War II, Special Studies, Chronology 1941-1945, Office of the Chief of Military History, Department of the Army, Washington, D.C., 1989.

# Calendar of Events

## March 1994



American Red Cross Month  
Foot Health Month  
National Women's History Month  
Mental Retardation Awareness Month

- 1 Articles of Confederation ratified (1781)
- 3 National Anthem Day
- 4 World Day of Prayer
- 6-12 National PTA Drug and Alcohol Awareness Week
- 16 Freedom of Information Day
- 17 St. Patrick's Day
- 20-26 American Chocolate Week
- 20-26 National Poison Prevention Week
- 20 Spring begins
- 27 Passover begins
- 27 Palm Sunday

## April 1994

Month of the Military Child  
National Child Abuse Prevention Month  
Stress Awareness Month

- 1 April Fools' Day
- 3 Easter
- 3 Daylight-saving time begins (2 a.m.)
- 9 Civil War ended (1865)
- 15 Income Tax Day
- 16 National Stress Awareness Day
- 17-23 National Volunteer Week
- 17-23 National Library Week
- 18 Boston Marathon
- 24-30 Professional Secretaries' Week
- 27 Professional Secretaries' Day

—1994—

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DEC	1	2	3	4	5	6	7	8	9
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**COMMANDER  
USA INSCOM  
8825 BEULAH STREET  
ATTN IAPAO  
FORT BELVOIR VA 22060-5246**

UNIVERSITY OF FLORIDA

3 1262 09681 5633

**FLARE**

## American Red Cross

In 1949, President Roosevelt proclaimed March "Red Cross Month" to recognize the contributions and assistance provided by members of the American Red Cross to the American public. The American Red Cross is chartered by Congress to provide special services to members of the U.S. Armed Forces in emergencies and to disaster victims. Red Cross workers and volunteers respond to over 40,000 disasters a year.



*Words may be read straight across, backward, up, down or diagonally  
(Solution on page 25)*

AIDS EDUCATION  
BONE MARROW REGISTRY  
COMPASSION  
EMERGENCY ASSISTANCE  
GRANTS  
HUMANITY  
LOANS  
MEDICAL HELP  
REFERRALS  
SWIMMING  
TECHNOLOGICAL DISASTERS

AMERICAN RED CROSS  
CLARA BARTON  
CONSULTATION  
FIRST AID  
GUIDANCE  
IMMUNIZATION CLINICS  
JANE DELANO  
MONEY  
RELIEF  
TIME  
WATER SAFETY

BLOOD DRIVES  
COMMUNITY SERVICES  
CPR  
GENEVA CONVENTIONS  
HENRY DUNANT  
INSTRUCTORS  
LIFESAVERING  
PARENTING  
SAFETY PROGRAMS  
VOLUNTEER  
WORLDWIDE NETWORK